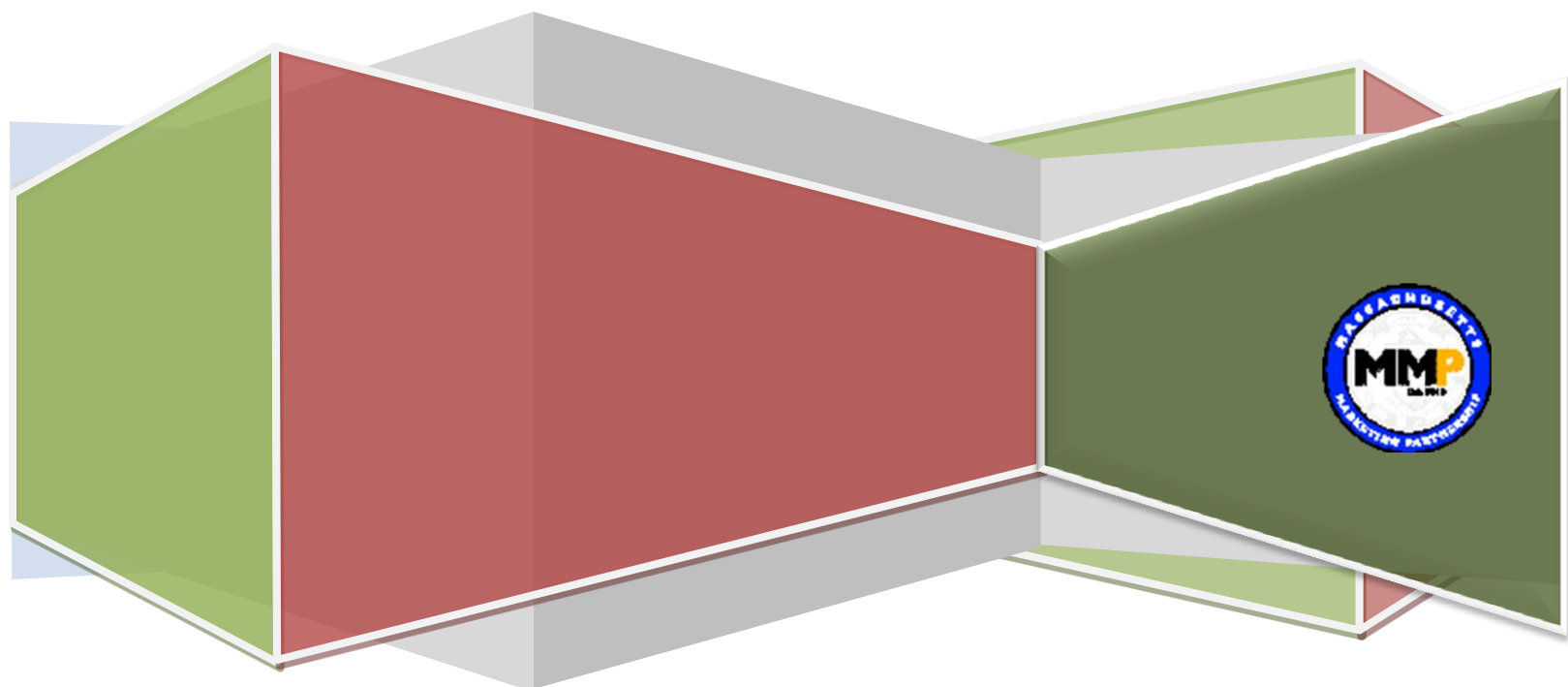


Massachusetts Office of Travel & Tourism (MOTT)

Fiscal 2014

Economic Development Business Plan



Massachusetts Office of Travel and Tourism

Mission Statement To market Massachusetts as a destination for leisure travelers from domestic and international markets in order to generate state and local revenues and ultimately to grow and sustain jobs in the tourism sector – part of Mass Marketing Partnership.

Business Plan Summary – The following table summarizes objectives, programs, and initiatives planned for FY14 and performance measurements by which to evaluate progress.

Goals	Strategy	Performance Measurement
Increase visitation and revenue from domestic origin markets.	Overhaul website; maximize use of all social media platforms to continue growth of unique, qualified hits. Align digital media and PR budget with origin markets and expand NY presence if budget permits.	Visitation and revenue metrics (DOR, USTA, TNS = sources)
Increase visitation and revenue from international origin markets.	Complete RFR process (now underway) to continue or change representation in key international markets. Continue travel trade and consumer programs. Align budgets with origin markets.	Visitation and revenue metrics (OTTI, US Dept. of Commerce = source)
Launch programs in emerging markets (China, India, Brazil).	Coordinate with Massport, Brand USA, AICUM and public colleges/universities, Institute of International Education.)	Visitation and revenue metrics (OTTI, US Dept. of Commerce = source)
Strengthen coordination with regional tourism councils.	Continue regional meetings to explain research methodology, digital and social media etc.	Review next year's RTC plans for improvement.
Continue industry education: "Tourism U" statewide sessions.	Continue to enlist in-house and outside expertise to provide free info sessions for MA tourism industry.	Participation #s and reviews by attendees.
Coordinate with other MMP agencies.	Depends on budget; only MOTT has had significant budget.	TBD

Details on full economic impact – jobs, revenue, and market analysis included in the annual report